

Do's and Don'ts In Performance Review Writing

- ✓ **DO** review the employee's performance over the past 12 months (7/1/11 - 6/30/2012)
- ✓ **DO** give specific examples to support ratings
- ✓ **DO** be realistic about past accomplishments and future goals
- ✓ **DO** meet with your employees to establish future goals
- ✓ **DO** evaluate performance in direct relation to the employee's job duties as described in the position description
- ✓ **DO** *avoid* references to personality, behavior, and stress level

i.e., "...your anger and defensive nature often interferes with communication..."
- ✓ **DO** *avoid* references to age, race, ethnicity, gender, or disability
- ✓ **DO** *avoid* subjective and editorial comments which can be taken out of context

i.e., "...given the red tape and hoops we have to jump through...." and "...common sense will tell you..."
- ✓ **DO** *avoid* any implied promises
- ✓ **DO** omit references to medical leaves, leave of absences, part-time work, school schedule

i.e., "...despite your busy school schedule, you found time to complete..."
- ✓ **DON'T** use only the last few months of the review period to rate the employee's overall accomplishments
- ✓ **DON'T** fall victim to the Halo Effect – focusing accomplishments on only positive items
- ✓ **DON'T** fall victim to the Horn Effect - focusing accomplishments on only negative items
- ✓ **DON'T** use other people's names in performance reviews; use job titles (and organizational/institutional names) instead